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ORGANIZATIONAL COMMUNICATIONS IN A HUMAN CONTEXT

By
Gordon W. Smith
Commander, USN

For
Doctor A. Rex Johnson

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INTRODUCTION

"Almost every management problem in recent years has been blamed, at least in part, on failures in corporate communication."¹

The importance of organizational communication, although recognized early by such students as Tayal, has only in recent years begun to receive the attention it deserves. The subject requires some attention in most organizations if we are to have real scientific management.

Much has been published in regard to the media and techniques of communication. Less is known of the psychological nature of communications.

Borrowing from current writers an attempt is made in this paper to show the relation between organizational communication and the human context in which it operates.

¹Perrin Stryker, A Guide to Modern Management Methods, (New York: McGraw-Hill Book Co., 1954), p. 143.

CHAPTER I

THE FORMAL ORGANIZATION

"The elements of an organization are: (1) communications, (2) willingness to serve, (3) common purpose."¹ It is interesting that in this quotation from Chester I. Barnard he lists communications as the first element of an organization. The other two elements have to deal directly with human beings, illustrating that organizational communications take place in a human context.

Formal communications in an organization take place through channels which are determined by the organizational structure. It might also be said conversely and with equal truth that the needs of communication shape the organizational structure. The organizational lines flow through various positions, and communication takes place from one position to another. However, each of these positions is occupied by a human being; what is communicated, what is not communicated, and the manner and skill of communication is dependent upon the characteristics and abilities of the individuals. It might even be said that executives are channels of communication insofar as communications must pass through their central positions.²

An organization has a requirement for two types of communication, external and internal. External communications to the stockholders, to the government, and to the general public are important and must be related to the

¹Chester I. Barnard, The Functions of the Executive, (Cambridge: Harvard University Press, 1938), pp. 176-77.

²Ibid., p. 177.

human context. It is not in this area, however, that organizations in general have failed so badly. The importance of this type of communication and its human aspects were realized much earlier than has been the case with internal communications. The latter are those which have presented more of a problem and received less attention.

Internal communication in an organization takes place in three directions: down, up, and laterally. These will be discussed individually.

CHAPTER II

DOWNWARD COMMUNICATION

Communicating down is an easier process than in the other two directions. Emphasis has naturally enough been placed on the transmission of decisions and orders from the executive to the working level. Too often, however, we find orders and decisions formulated and transmitted without due consideration for the human context; there exists a lack of understanding of the two way nature of communications.

In communicating down the prestige of individuals must be considered. As a general rule the line of authority should be followed. However, if the boss restricts himself to contacts with his immediate juniors he cuts himself off from desirable communications upwards and fails to provide subordinates in the organization the satisfaction as individuals they derive from a personal association, however slight, with the boss.

In communicating downward the background, education, and experience of communicator and communicatee must be considered. Not only vocabulary, but areas of interest and ability to comprehend must be taken into consideration. These factors should determine not only what is to be transmitted down but the manner of doing it.

Most authorities agree that authority depends upon a cooperative personal attitude of individuals. This relates to downward communications in two ways: the manner and mode of transmission of orders, and the communication down of other types of information to stimulate morale.

It can be asserted that the greatest single cause of inefficiency is poor downward and outward communication, of which orders, by far, are the most important segment. The inescapable objective of all orders is to secure compliance, which can be more confidently expected if all the technical aspects of an order are sound, and if all the social and psychological elements of acceptance are cultivated.¹

The proper use of communication downward can engender the cooperation necessary for acceptance of orders. This requires a certain amount of skill on the part of management.

Communications down in many organizations has been limited to decisions, orders, and instructions. Such a limitation fails completely to realize the human nature of the organization. G. R. Terry says:

The sharing of information with employees assists in gaining better cooperation, satisfaction, and understanding...It should be viewed as an activity that increases confidence in managerial members, stimulates interest, and influences attitudes.²

The workers, the broad base of the organization and communication system, have a desire to know something about the organization, its aims, purposes, and accomplishments. Being human, they are not content just to perform a job without seeing the reason for it, and being able to participate to some extent in the satisfaction that comes from the accomplishment of a goal.

Where the management fails to realize the real human aspect of and the desire for information, and it's justification communication downward may become propaganda, and attitudes paternalistic.³

Moreover, where management fails to provide information which the worker wants, the latter will turn to the union for enlightenment.

The question of what should be communicated down is always a problem.

¹Charles E. Redfield, Communication in Management, (Chicago: University of Chicago Press, 1954), p. 57.

²G. R. Terry, Principles of Management, (Homewood, Illinois: Richard D. Irwin, Inc., 1954), p. 479.

³R. W. Peters, Communication Within Industry, (New York: Harper and Brothers, 1950), p. 33.

When the human nature of the communicatees is considered it becomes obvious that certain classes of information should be provided. The workers, as well as supervisory and middle management are interested in the accomplishments of the organization, its place in the industry, plans for expansion, and other items of this nature in order for them to identify themselves with the organization. In addition they are most interested in anything that affects or will affect them directly, such as changing the location of a factory, pension plans, insurance plans, or any other fringe benefits. In many companies it has been found that although many benefits were provided the employees, management had not bothered to communicate the facts to them, thus losing by a communication failure the very results the money was spent to obtain. In some cases the union is deliberately used as the channel of communication for such information. While this system has some merit, it should be remembered that the interests of the union are not identical with those of management.

Although the major sin in organizational communications appears to be not enough communication down, it is also necessary to restrict certain information from being transmitted down for the same reason that other information should be transmitted down, namely, the human context. Plans which are not firm should be kept confidential as they will cause wide speculation, and if not put into effect may cause much disappointment. Rumors produce unrest. We have all noticed the surprising number of times that rumors have proven correct. The reason for this lies in the pleasure that human beings take in the possession of information not held by others, and imparting it to them. Contrary to popular theory, this attribute is not restricted to women. Supposedly confidential information is often passed from intimate to intimate down the line until it becomes common knowledge.

This same desire for information is tied up with prestige. Sharing of certain information with juniors should be first considered and then accomplished in a manner not to promote jealousies.

The attitudes believed held at the top of the organizational structure have the greatest effect on the attitudes and morale at the bottom. Improper or unpopular attitudes have a way of communicating themselves down. Good attitudes may not communicate themselves so readily. While avoiding paternalism, management should communicate these attitudes to employees. Communication of attitudes should not be a conscious act. There are techniques and "gimmicks" which help, but generally speaking, the communication of attitudes will be a subconscious process. Nevertheless, all supervisory personnel should be aware of its necessity. The boss may have the best feelings and intentions in the world, but if he buries them under a brusque manner, and fails to take the time to communicate them the organization will suffer.

If good attitudes are communicated to the bottom of the organization, the attitudes generated there and transmitted up will also be good, and the utilization of the human resources of the organization will be maximized.

Criticism is something which must always be transmitted down. Although there is often more criticism available for transmission up it is blocked by the human relationships of the formal communications system. In the communication of criticism, skill and tact are of the essence. Criticism is inherently resented. Let anyone who doubts this criticise his wife's cooking. The human nature of the organization is particularly important to consider in communicating criticism. Here an understanding of human nature, and the ability to make a criticism honestly without damaging the pride of the recipient and inducing his antagonism and anger will pay large dividends.

When criticism is warranted, however, it must be given if the organization is to function efficiently. The formal system of communications should always be used in this case. It should be used both because undue importance can be attached to criticism made directly from a high level, and the fact that if criticism is necessary, some degree of censure is probably warranted all up the chain of command. Also a subordinate should never be criticised without the knowledge of his immediate supervisor if the lines of control are to be maintained.

The communication downward of praise should follow but not be restricted to the formal chain of organization. Here again, some degree of credit belongs, and should be given to each level of supervision. On the other hand, in the case of praise it is highly desirable that it also be given from the highest appropriate positional authority directly to the level at which the act or accomplishment worthy of praise originates. Such recognition is always a stimulus to morale.

Although not as numerous as in communications up there are many blocks in communications down. Some are attributable directly to the organizational structure but most are related to the human context and lack of skill in communications. These will be discussed in detail in Chapter VII.

CHAPTER III

UPWARD COMMUNICATION

Communication up the formal chain is just as important as communications down, but in many instances is not given the same attention. Decisions at higher levels must be based on information provided from lower levels in most cases. In fact the problems themselves, for the most part, originate at lower levels and are transmitted up for resolving or decision. The importance of the problem will determine at what level of authority it will be resolved. The positions in the organizational communication chain are filled by individuals, and whether a communication stops at any particular position depends upon the reaction and decision of the individual.

The normal and proper filtering of communications on its way up in the organization is a good thing and necessary for the efficient functioning of the organization. Only condensed, summarized information should be presented to the chief executive, because of the many demands upon his time. Other information should be siphoned off at the appropriate level.

Between the volume of detail to be selected from and the successive stages of selection at each level the man at the top ends up with only a vague and highly generalized picture of what is going on.¹

As information passes up the communication channels it is colored by the personal views of the individuals in the chain. Provided facts are not altered, and the individuals are competent for their jobs this is not necessarily

¹B. B. Gardner and D. G. Moore, Human Relations in Industry, (Homewood, Illinois: Richard D. Irwin, Inc., 1952), p. 40.

a bad thing. Whether for better or worse, the communication is always altered by the human context. One exception to this is the information provided by accounting and formal statistics reports systems. Even here though, the human element enters into some extent at the level where the reports are prepared and at the level where they are interpreted.

While the proper filtering of information is desirable we find that much information which should be transmitted up bogs down in the human nature of the organizational channels. These blocks to communication up will be discussed in Chapter VII. Because of the blocks to communication up the formal system of communications is often circumvented by the informal or grapevine. Also the union may be used as an alternate system of communications up.

There are many things which need to be transmitted up in addition to problems for decision and the information required by management for control. One of the most important is the contributions which employees at lower levels may have to make to the organization. This fertile field of benefits to the organization were largely passed up for many years because management did not realize their value and did not provide a means for the communication up of the constructive ideas and suggestions. Today many companies, as well as governmental agencies have realized this potential and established beneficial suggestion systems of various types, many with reward features. William B. Given, president of American Brake Shoe Co., has summed it up as follows:

Until recent years emphasis was placed on the techniques of management. Lately businessmen have come to realize that the success and progress of an enterprise is the sum-total of the success and progress of its people. The management that fails to stimulate their wholehearted interest and loyalty, and fully utilize their ideas and initiative--as well as their time and energy and skill--is short-changing itself, its stockholders, and the public it serves.²

²William B. Given, Jr., Bottom Up Management, (New York: Harper and Brothers, 1949), Int.

In addition to the real contributions to the organization which must be communicated up there is a necessity to provide for management receiving grievances, whether real or fancied. In many instances the formal chain of command will fail to handle grievances properly because of the individuals involved. Many organizations have an industrial relations representative to whom an individual can present a grievance without regard for his own boss. Where the communication channel is not provided by the organization it will be provided by the union.

In any organization failure to provide for adequate communications up will frustrate the individuals at the lower levels, both by denying them expression and the opportunity to contribute, and by failure to allow expression of dissatisfactions.

CHAPTER IV

LATERAL COMMUNICATIONS

The channels for lateral communication in an organization are not usually clearly defined as they are for communications in the vertical directions. It is for this reason that the human element enters into lateral communications to such a great extent. The kind and amount of lateral communication is pretty much dependent upon the individuals involved, their interests, and temperaments.

Lateral communications are primarily for coordination; actions contemplated or taken by one vertical branch of an organization may have serious repercussions for the activities and interests of another vertical branch. In many instances the interests may be conflicting. It is for this reason that lateral coordination, accomplished by communication is essential. The larger the organization becomes the more necessary is this lateral coordination. It probably reaches its peak in federal agencies.

It is because of the conflicting interests that good personal relations are essential if lateral communications are going to function effectively for the over-all good of the organization. A meeting of minds is what is sought, and this can be attained only where a cooperative attitude exists.

Where a meeting of minds cannot be obtained either because of poor personal relations or because of an honest difference of opinion on an important subject the problem must be passed up the line to the common superior whose job it is to coordinate those parts of the organization placed under him.

One form of lateral communication which is very time consuming is that of

clearance and review. The larger the organization the more important it becomes and at the same time more time consuming. The process may be speeded up by good informal coordination at lower levels so that the actual correspondence can be quickly approved at the top of each part of the organization whose concurrence is needed. Such informal coordination has its roots in good human relations.

Because good lateral communications are so dependent upon human relationships, an understanding of the human context is even more important than in vertical communication.

CHAPTER V

THE INFORMAL COMMUNICATION SYSTEM

Informal channels of communication exist simply because of the essentially human nature of communications. The formal system of communications in an organization, even when effective, does not provide sufficient outlet for the individual in his desire to communicate with his associates.

"The informal communication system is built around the social relationships of the members of the organization."¹ We see this on every hand; people on the same level in an organization tend to group together, having common interests to a great extent at least insofar as the organization is concerned. Other groupings revolve around other common interests and propinquity. Many an important piece of information has been passed along during a golf game or at the "nineteenth hole" that never would have been given an individual in the formal chain of communications. Hunting parties, bowling teams, bridge parties, and a host of other groupings provide the physical propinquity and atmosphere of fellowship which establish their own communication links.

A common term for the informal system of communications is the "grapevine", which has been called the basic medium of organized gossip.² All those things which cannot be expressed in the formal system find their way into the "grapevine". There are many things which should not enter into the formal

¹H. A. Simon, Administrative Behaviour, (New York: The Macmillan Co., 1954), p. 160.

²Robert Dubin (ed.), Human Relations in Administration, (New York: Prentice-Hall, Inc., 1951), p. 305.

system and the "grapevine" is an appropriate channel. On the other hand, many things find easier expression in the "grapevine" that should be channeled into the formal system. Where blocks to communication exist in the formal system the organization may lose valuable information by its diversion to the informal.

The contributions made and the harm done by the "grapevine" have been much discussed. The "grapevine" is not necessarily bad. It serves as a barometer of public opinion,³ provides an outlet for expression, and satisfies the informational needs of many people, all things which the formal organization is not able to cope with. H. A. Simon says:

In most organizations the "grapevine" probably plays, on the whole, a constructive part. Its chief disadvantages are that it discourages frankness, since confidential remarks may be spread about, and the information transmitted by the "grapevine" is often inaccurate.⁴

In addition to spreading inaccuracies and discouraging frankness the informal system gives rise to "cliques" which through their own network of communications advance their personal aims and secure power in the organization.

The "grapevine" can serve a useful purpose so long as it is used to supplement the formal system of communications, and not to supplant it. When the formal system is so inadequate that the organization must function through the informal system there is something wrong with the former, both as to organization and the human context in which it operates. One member of a large corporation, when interviewed, stated: "The organization would bog down in a single day if we had to count only on the recognized people and methods for getting or giving our information in the recognized way."⁵

³Simon, op. cit., p. 162.

⁴Ibid., p. 309.

⁵E. Wight Bakke, Bonds of Organization, (New York: Harper & Bros., 1950), p. 84.

As long as social and psychological obstacles exist we will have a need for a secondary channel of communications. Once management gives "de facto" recognition to the "grapevine" it loses its informal status. It would appear that the best procedure to keep the informal system of communications in proper perspective is to constantly seek to improve the formal system, both along organizational lines, and in attitudes of personnel.

CHAPTER VI

THE RELATIONSHIP OF MEDIA

"The media of communication are the channels through which communication forms are transmitted from the person who prepares the communication to the recipient."¹ Volumes have been written on the various media of communication and their application. They will be touched on here only very briefly as regards their relationship to the human nature of organizational communications.

The choice of a proper medium for a communication depends upon a number of factors, not the least of which is the psychological reception and the understanding of the recipient. The ultimate aim of any communication is a meeting of the minds and the acceptance. The medium must be chosen which will most effectively accomplish this aim.

The basic choice must be made between a written medium and an oral medium. Written communications are less personal and not as effective where an attitude needs to be adjusted or a viewpoint changed. M. E. Dimock says that the principal virtue of a written communication is to set forth an instruction and to make it a matter of record.² It is in this phrase "a matter of record" that we see the choice of the written medium dictated by the human element. Where orders and instructions are not reduced to writing failure to comply can always be attributed to misunderstanding, or even to failure to have received

¹E. A. Duddy and M. J. Freeman, Written Communication in Business, (New York: American Book Company, 1936), p. 35.

²M. E. Dimock, The Executive in Action, (New York: Harper and Brothers, 1945), p. 154.

the communication at all.

Written reports are an attempt to eliminate the human element for certain types of communications. This they do in the sense that the time, the nature, and by whom the report is to be prepared are usually prescribed. In many cases a form is provided which is merely to be filled in. Human failures, such as including redundant material or leaving out essentials is eliminated. However, there is a danger in emphasizing reports because report specialists tend to produce depersonalized documents that may overlook significant social and psychological elements.

Oral communications are either telephonic or face to face. The telephone is used usually only when face to face communication is not convenient. It does have the advantage of conveying a sense of urgency.

The face to face relationship is indicated where a complicated problem must be analyzed in a give and take discussion where it is desired to bring out the attitudes and difficulties involved, and where the executive needs to check on accomplishment, or inspire someone to better work.³

The key word here is attitudes. Face to face relations enable a person to use his skills of persuasion and to clarify issues in a way which is not possible in any other form of communication. Misunderstandings can be eliminated in the give and take of face to face communications. This is so basically because of the two way nature of face to face communications.

Despite the many advantages of oral, and particularly face to face communication, we find that it frequently breaks down because of its very human nature. How often have we felt sure that we have expressed something very lucidly to a person only to find out later that we were completely misunderstood? Both the benefits and drawbacks of oral communication appear to stem

³Ibid., p. 155.

from the same source: the human element.

An oral medium used a great deal for lateral communications is the conference. Here all the components of face to face communications are present complicated by the number of persons involved. If conferences are to be productive an understanding of people and skill in dealing with them is essential for the chairman.

Words have been called the symbols of communication. There are, of course, others; visual symbols, keyed to psychological reaction, are used extensively in advertising. In face to face communications some symbols of a more abstract nature than words may be equally or even more important. These symbols are expressed by the communicator, often unconsciously, and include tone of voice, facial expression, or sometimes even silence.

In selecting a media for organizational communications a balance should be sought, bearing in mind, for any particular message, the human context in order to make the communication effective.

CHAPTER VII

SKILLS

"Research in the field of communications not only uncovers . . . but leads into the related fields of human relations and industrial psychology".¹ Communications is so essentially based on the human context that it cannot be divorced from human relations, but is rather a part thereof. Skill in communication is basically skill in human relations augmented by techniques.

If we are to have successful communications, in addition to the individual skills required, we must develop the proper atmosphere within the organization. Understanding and skill are also required for the development of this atmosphere.

Good communications require the interest and acceptance of the members of the organization. This interest and acceptance are gained by recognizing the human composition of the organization. Raymond W. Peters says that good places to work, benefit plans, insurance plans, job education, medical service, grievance procedures, thrift plans, and paid vacations contribute to an environment in which good communications can flourish.² While all these practical items have a beneficial effect, they have this effect principally because of the attitude of management which has provided these things in the first place. The paternalistic provision of economic and recreational benefits does not of itself create a good atmosphere for communications.

¹Peters, op. cit., int.

²Ibid., p. 156.

Ordway Tead, in The Art of Administration, says:

Communications is more than the imparting or the securing of information, which is educationally a limited experience. It is that interchange among persons, who as equals deem it worth their while to associate together, because reciprocal advantages promise to be realized as they discover what are the thoughts of those sharing in discussion.³

The worth of the individual must be recognized, and the benefits to derive to him from the communication must be made evident. When this is done the level of acceptance is raised; the field for communication is fertilized. The thought might be expressed simply by saying that good morale is a requisite of good communications. This in itself, however, is not enough; the executives must have certain individual skills to make communication effective.

It has been said that executive skills in communication must be more or less deliberately cultivated.⁴ The development of skills is based primarily on an understanding of the context.

The skillful executive always considers the attitude of the communicatees. Such consideration will affect the nature and tenor of the communication. As mentioned earlier, attitudes can be preconditioned by creation of the proper atmosphere in the organization.

Skill is required in the timing of communications. In connection with timing communications, consideration of the state of mind of the communicatee is necessary. If a communication is received at a time when the recipient is very busy with other matters, or is emotionally disturbed, an otherwise skillful communication may fail completely. Many people have experienced presenting a project to their boss for approval at a time when he was preoccupied with

³Ordway Tead, The Art of Administration, (New York: McGraw-Hill Book Co., Inc., 1951), p. 154.

⁴E. P. Learned, D. N. Ulrick, and D. R. Booz, Executive Action, (Andover, Mass.: The Andover Press, Ltd., 1951), p. 114.

other matters and received a disapproval. When the same matter was presented again at a more opportune time reversal of the previous position and quick approval were forthcoming.

The skillful communicator must understand the two way nature of communication. He must be able to read the secondary communications coming from the receiver. When these communications coming the other way are understood, the expressions and techniques, as well as the approach, can be adjusted to the situation. This ability to read the secondary communications from the receiver might be termed a sense of audience.

The communicator must remember also that he is expressing himself through many channels whether or not he intends to do so.⁵ Tone of voice, mannerisms, nervousness, and facial expressions are all channels of communications, sometimes more effective than the words themselves. The skillful communicator must combine all these elements for the best over-all effect.

Skill is required not only in presenting information but also in receiving (interpreting) it. Skill in interpretation is especially important to executives in large organizations because they must interpret events with which they are not in contact.

One of the most important skills in interpreting is to be able to read the latent meanings of a communication. Sometimes these are more important than what appears on the surface. In a number of cases where employee grievances were investigated it was found that the source of dissatisfaction was something completely different than the subject of the grievance.

There are many blocks to communication; some are attributable to the organization itself, but the greater proportion result from the human context,

⁵E. C. Marston, L. M. Thompson, and F. Zacker, Business Communication, (New York: The Macmillan Co., 1949), p. 10.

being at least partly psychological in nature.

One of the major blocks to communications in many organizations is the lack of contact between seniors and juniors. The executive who does not make himself available for communications from his subordinates is shutting off that exchange of information which is necessary for both himself and his subordinates to do their jobs properly. The skillful executive makes himself available to subordinates. This may be done in a variety of ways and should not be confined to the next lower level. However, in communicating with levels below that next subordinate to him the executive must be careful not to embarrass the intermediate.

Physical separation can be a major block to communication. The skillful executive facilitates communication by seeing that there is an appropriate physical arrangement of the personnel of the organization.

Fear of ridicule is often a block to communication. Persons with feelings of insecurity and lacking in self-confidence, and also new members of organizations, often fail to express themselves when they really have something to contribute because they feel they will appear ridiculous.

The fear of being misunderstood can also be a block to communication. This again is a psychological block.

The fear of sanctions or blame is always present to block the upward flow of unpleasant communications. H. A. Simon says:

Information tends to be transmitted up only if its transmission will not have unpleasant consequences for the transmitter, or the superior will hear of it anyway through other channels, or it is information the supervisor needs in his dealing with his superiors.⁶

Still another psychological block to communications is simply awe of

⁶Simon, op. cit., p. 163.

position. In many cases merely the seemingly exalted position of one individual relative to another has been sufficient to prevent the latter from making an important communication.

Skill is helpful in overcoming all of these fears and psychological blocks although it may not prove completely effective. Fears of being misunderstood, of being ridiculed, and of being criticised can be allayed by a skillful executive by his handling of people. Subordinates should be encouraged to communicate and made to feel that these fears are groundless. This requires a certain amount of self-discipline for the boss, but it will pay dividends. The skillful executive can maintain his prestige and still establish an atmosphere where juniors feel free to speak out.

Serious blocks to communication may be occasioned by assuming knowledge that the receiver does not possess, or by addressing the communication in terms that are not in the recipient's vocabulary. Such communications are abortive, and the skillful communicator avoids these mistakes in designing his message. Another block is that brought about by different viewpoints. Here skill is required to appreciate the other viewpoint and tailor the communication accordingly.

Jurisdictional blocks sometimes prevent adequate lateral communications. This is a problem of coordination for the supervisor to whom each vertical branch is responsible. It is this skill in coordinating different segments of an organization that makes an effective executive.

We have mentioned before that words are not always necessary in order to communicate. In any work group the working code may be communicated in a highly articulate manner through hints, gestures, and even silences.⁷ Also in

⁷Redfield, op. cit., p. 10.

any organization the desires of the top men do not necessarily have to be expressed. People are always attempting to anticipate the boss's wishes and to read his mind. Undue significance is given to his every act of commission or omission, and his gestures. A skilled executive recognizes these facts, and conducts himself with the realization that an implication will be put upon his every action.

While skill in communication can be developed, the basic attributes of an alert mind, facile expression, and a strong personality are great helps. How valuable rules are in communication is debatable, however the following taken from Executive Action by Learned, Ulrich, and Booz represent things to consider and form a handy guide:

1. Be an interested listener.
2. Go through channels to avoid major upsets.
3. Establish rapport with subordinates.
4. See things in context.
5. Remember junior is less experienced.
6. Do not embarrass intermediates.
7. Make yourself available to subordinates.⁸

They could be augmented by the following from G. R. Terry's Principles of Management:

1. Establish a mutual trust in each other.
2. Find a common ground of experience.
3. Use mutually known words.
4. Practice delaying reaction.
5. Have regard for context.
6. Secure and hold the receiver's attention.
7. Employ examples and visual aids.⁹

⁸Learned, op. cit., p. 114.

⁹Terry, op. cit., p. 482.

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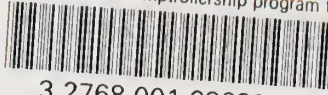
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